

Haurgeulis' Village Head Communication Strategy to Improve Community Services

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Abstract. *This research analyzes the leadership communication strategies implemented by the head of Haurgeulis Village in Indramayu Regency to enhance public services. The research adopts a qualitative approach using Robert K. Yin's single holistic case study method. Data were collected through in-depth interviews with key informants, including the village chief, government staff, experts, village officials, and local community members. These informants were selected due to their direct involvement in Haurgeulis Village, providing valuable insights into decision-making and experiences. The data, along with the interview results, were then analyzed to gain a deeper understanding. The findings reveal that the village chief adopted three key strategies to achieve these objectives. First, planning: replacing all village officials, conducting Monday apel (assemblies), and organizing seminars and workshops. Second, implementation: involving the community in joint activities to drive improvements through tarling, istighosah, dialogue via social media, and the e-desa application. Third, evaluation: ensuring layered monitoring, using complaint boxes, and facilitating online chats through social media to address the community's needs. These strategies improved public services through initiatives such as one-stop services, Si Kiceup, Ruwat Pajak, and Naruak Pajak, empowering the community, fostering transparency, and ultimately enhancing public services.*

Keywords: *communication strategy, village head, case study, haurgeulis village*

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INTRODUCTION

The title of Anti-Corruption Village is a significant achievement for Haurgeulis Village and serves as an example for other villages in Indramayu Regency. The designation not only acknowledges the village's efforts and hard work but also enhances its reputation and image at both regional and national levels. This recognition was earned after a rigorous assessment process, including the fulfillment of criteria across five performance components: governance, supervision, public service, community participation, and local wisdom. Ultimately, Haurgeulis Village has successfully implemented clean,

corruption-free governance and improved community services by providing easy, one-stop access to administrative services (Muftitama, 2020). Effective communication strategies play a vital role in maintaining the overall well-being of communities (Sari et al., 2024; Sutanto & Arifin, 2022). According to Ardela et al (2024) and Kasuma et al (2022), a communication strategy encompasses all elements of communication, including the communicator, message, channel, recipient, and influence.

As a result of his hard work with his staff in securing victory in the Anti-Corruption Village competition, the Haurgeulis Village Chief, Mr. Isma



FIGURE 1. Haurgeulis Village: First-Place Winner of the Anti-Corruption Village Competition. Source: Dpmd.indramayukab.go.id, 2024

Shewarha Dhewanthara, S.T.P., M.M., was honored with the PWI (Indonesian Journalist Association) Indramayu Award for the 2024 Anti-Corruption Exemplary Leader on Wednesday, March 6, 2024, at the Prima Hotel Indramayu Ballroom. This award recognized Mr. Isma Shewarha Dhewanthara, S.T.P., M.M., as an exemplary leader in the field of anti-corruption, further solidifying his role in promoting honest and transparent governance. Photo of the Anti-Corruption Village award presentation are shown as Figure 1.

The Haurgeulis Village Chief plays a crucial role in developing community services, ensuring the continuity of services, effective information distribution, and efficient communication within Haurgeulis Village. The leadership communication strategy (Ophilia, & Hidayat, 2021) between the Village Chief and Pamong Desa (the community service center) significantly impacts the quality and sustainability of service delivery. This aligns with the view that leaders must be courageous and frequently engage in face-to-face communication to effectively persuade their interlocutors,

considering the influence of external communication and environmental factors (Witama & Yunita Wono, 2024). The government holds the responsibility of providing community services, a task that necessitates strong leadership. Leadership plays a key role in shaping organizational policies and ensuring the effective implementation of activities. As stated by Perkasa and Aditia (2023) and Wirtadipura (2022), leadership involves motivating a group of individuals to collaborate in achieving shared goals.

The achievements of Haurgeulis Village in earning the Anti-Corruption title, coupled with its improved public services, make this research highly relevant. This study aims to examine the leadership communication strategies employed by the village head to enhance community services. While research on leadership communication strategies has been conducted before, it differs from the current study. For instance, a previous study by Suryani, A. (2020), titled "Interpersonal Communication Strategies of the Village Chief in Socializing Social Assistance to the Community Amid the Covid-19 Pandemic in Sei Rotan

Village,” explored how the Village Chief of Sei Rotan employed effective interpersonal communication strategies to distribute social assistance during the COVID-19 pandemic. These strategies enabled the Village Chief to support the residents of Sei Rotan Village in meeting their needs. That study involved five participants, including the Village Chief and four community members, with data collected through documentation and in-depth interviews. Unlike the previous research, which focused on interpersonal communication strategies, the present study centers on leadership communication strategies, highlighting a distinct area of exploration.

Another previous study, titled “Communication Strategies of the Village Chief in Developing Rice Field Tourism in Pematang Johar Village” by Tennerman and Yenni (2022), examines the development of the Rice Field Tourism Village in Pematang Johar. The study highlights the critical role of the Village Chief’s communication strategies, with media serving as a key tool for conveying messages to stakeholders and promoting the Rice Field Tourism Village as an attractive destination. Using a qualitative approach, the research findings reveal that the communication strategies used by the Village Chief by collaborating with companies through Corporate Social Responsibility (CSR) programs significantly drives the development of Rice Field Tourism in Pematang Johar. However, challenges such as limited access to the tourism area and a lack of community support hinder its progress. This study demonstrates how village leaders’ communication strategies can promote local tourism. In contrast, the current research focuses on the leadership communication strategies of the Haurgeulis Village Head, specifically in maintaining clean governance and securing the Anti-Corruption Village title.

In contrast to the two previous studies, this research focuses on the leadership communication strategy of the Haurgeulis Village Head, who successfully achieved the Anti-Corruption Village title by transforming and improving public services. This approach offers a new perspective by highlighting leadership communication rooted in integrity and transparency as essential elements for strengthening good village governance. This research serves as a guiding example of how a village head can implement effective communication strategies based on anti-corruption values to achieve clean governance and enhanced public services. Furthermore, this study provides valuable insights for future village chiefs in implementing leadership communication strategies in Haurgeulis Village. It not only contributes to the existing literature on leadership and communication strategies but also examines the performance of the Haurgeulis Village Head and the adherence of village officials to the five key service components required of an Anti-Corruption Village. Ultimately, this research can serve as a reference for improving the leadership quality of the Haurgeulis Village Head and fostering stronger communication between the Village Head and village officials in the future.

METHOD

This research adopts a qualitative approach to deeply explore and analyze complex social issues, providing detailed insights from information sources within their natural settings (Creswell, John W and Creswell, 2018). As noted by Sugiyono (2019), qualitative research is grounded in philosophical principles to investigate conditions where researchers serve as the main instruments. The study design employs a holistic single case study Robert K. Yin as described by in Rashid et al. 2019, focusing exclusively on one

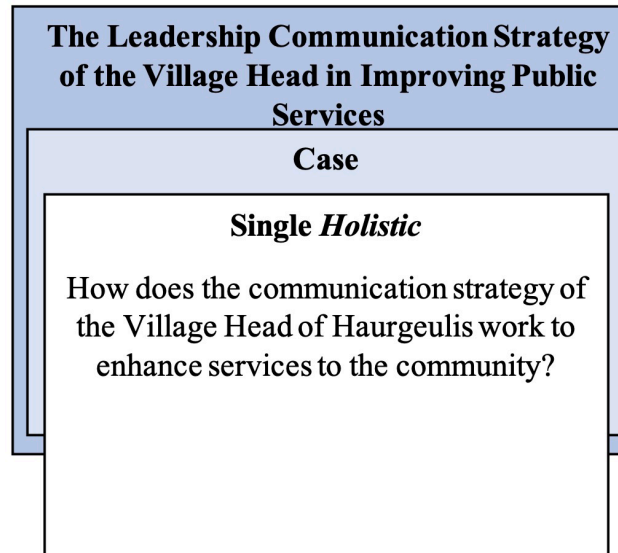


FIGURE 2: Design of the Single Holistic Case Study. Source: Robert K. Yin's Single Holistic Case Study

village—Haurgeulis—to examine the communication strategies utilized by its Village Head to achieve Anti-Corruption Village status. This focused approach avoids comparisons with other villages, enabling an in-depth analysis of how the village's unique characteristics support the implementation of anti-corruption strategies. The case study Yin is relevant and can be presented as it relates to the topics outlined in Figure 2.

This holistic single-case study provides an in-depth examination by focusing on a single village to conduct extensive research. It analyzes how the Village Head employs communication strategies to improve community services under the Anti-Corruption Village title, utilizing the P-Process communication strategy model outlined by Hopkins (as cited in Dhaliwal et al., 2024). This model includes analysis, strategy design, development and testing, implementation and monitoring, as well as evaluation and re-planning. However, not all steps in this model are applied directly; their implementation is adapted based on field findings. In other words, the steps used in this research depend on the context and results obtained during the research process. Sugiyono (2019) emphasizes

that qualitative research relies on philosophical principles to investigate scientific conditions, with researchers acting as the primary instruments. Data collection and analysis in this method focus heavily on interpreting meanings. As stated by Iswandi, Karnati, N., and Andry, B (2023), Yin's case study is an empirical approach that examines phenomena within their real-life contexts. This approach is particularly suitable for answering research questions about "how" or "why" and for observing current events within limited time constraints because qualitative research has several distinct characteristics that can be summarized (Helaludin, H., & Wijaya, 2019). In this study, data were collected through interviews with research subjects, including the Village Head, Village Secretary, village officials, Babinkamtibmas (community police), and residents of Haurgeulis Village. The detailed list of informants is provided in Table 1.

This research adopts a purposive sampling method, as outlined by Iskandar (2022), to select informants and ensure the information gathered is highly relevant to the research objectives. This approach focuses on including

TABLE 1. List of Informants

No	Informant	Number	Type
1	Haurgeulis Village Chief	1 person	Key Informant
2	Haurgeulis Village Secretary	1 person	Supporting Informant
3	Haurgeulis Village Staff	1 person	Supporting Informant
4	Haurgeulis Village Community	2 persons	Supporting Informant
5	Bhabinkamtibmas of Haurgeulis Village	1 person	Supporting Informant
6	DPMD West Java Province	1 person	Expert Informant
7	Communication Science Expert	1 person	Expert Informant
	Total	8 persons	

Source: Results processed by researchers.

key individuals directly involved in village governance who have firsthand experience with Haurgeulis Village’s policies. The selected informants include the Village Head, who oversees decision-making; the Village Secretary and officials responsible for administrative duties; Babinkamtibmas, who manages local security; and residents who provide perspectives on public service delivery. Additionally, representatives from the Regional Development Planning Agency of West Java Province offer insights on regional policy, while government communication experts contribute expertise on governance strategies.

Primary data is collected through in-depth interviews with these informants, emphasizing their roles and experiences within the village governance structure. This approach aims to gather comprehensive information relevant to the research objectives, providing insights into the leadership communication strategies in Haurgeulis Village and their impact on public services and anti-corruption efforts. The research employs three data collection techniques: direct observation, in-depth interviews, and documentation studies. These methods are used to analyze the leadership communication strategies, their implementation, and community feedback on the quality of services.

The analysis aims to examine


the communication strategies used to achieve transparent and accountable public services at the local level (Purba, 2023). This research adopts the P-Process communication strategy model as outlined by Hopkins, which includes analysis, strategy design, development and testing, implementation and monitoring, as well as evaluation and re-planning. However, since the purpose of this research is to analyze how the Haurgeulis Village Head’s communication strategy improves public services rather than to test the theory, not all components of Hopkins’ P-Process model are applied. Instead, only the components supported by field data and factual findings are utilized.

RESULTS AND DISCUSSIONS

Informant Data

Interviews were conducted with the Village Head, Village Secretary, Village Officials, community members, Bhabinkamtibmas (Community Security and Order Supervisors), Policy Analysts from the Community and Village Government Office of West Java Province, and Communication Science Lecturers from Sunan Gunung Djati State Islamic University Bandung. The focus was on evaluating the Village Head’s leadership communication strategy in improving services as part of the Anti-Corruption Village initiative. The details of these informants can be seen below:

TABLE 2: Informants data details

1. Key Informant	Name	Isma Shewara Dewantara
	Position	Village Chief
	Term of Office	3 Years
	Data	Mr. Isma, the Village Head, serves as the key informant for this research. Appointed in August 2021, he brings three years of experience in managing village administration. His responsibilities include overseeing village funds and collaborating with institutions such as the Community and Village Empowerment Office (DPMD) and the Corruption Eradication Commission (KPK). In recognition of his dedication to transparent and honest governance, he received the PWI Indramayu Regency Anti-Corruption Exemplary Leader Award in 2024.
2. Supporting Informant	Name	Tyo Lesmana
	Position	Sekertaris Desa
	Term of Office	2 Years
	Data	Tyo Lesmana has served as the Village Secretary since January 2022, bringing over two years of administrative experience. He is committed to promoting transparent and accountable public services and upholds anti-corruption policies, including strict adherence to the prohibition of bribery.
3. Supporting Informant	Name	Gina Aulia Murodah
	Position	Village Officials
	Term of Office	2 Years
	Data	Gina Aulia Murodah has been a village official in Haurgeulis since late 2022, bringing approximately a year and a half of experience. She is dedicated to ensuring that public services are delivered honestly and without any form of bribery.
4. Supporting Informant	Name	Wisnu Jayawardana
	Position	Bhabinkamtibmas (Bhayangkara Pembina Keamanan dan Ketertiban Masyarakat)
	Term of Office	1 Year
	Data	Wisnu Jayawardana has served as a Bhabinkamtibmas (Community Security and Order Officer) in Haurgeulis Village since 2023. He plays a vital role in maintaining security and has hands-on experience with village services and anti-corruption initiatives.

5. Supporting Informant Name Ratinah



Position Community of Haurgeulis Village

Data Ratinah, a lifelong resident of Haurgeulis, has a deep understanding of local development and public services. She was selected as an informant due to her active participation in village social media platforms. She commends the current Village Head, Mr. Isma, for his approachable demeanor and expertise, highlighting significant progress in anti-corruption efforts and community engagement initiatives under his leadership.

6. Supporting Informant Name Hengky Irawan



Position Haurgeulis Village Community Members

Data Hengky, a native resident of Haurgeulis Village, has direct experience with the local public services and their recent changes.

7. Expert Informant Name Nugis Sobarna, S.S.TP



Position Analyst of the Community and Village Empowerment Office (DPMD) of the West Java Provincial Government

Data Nugis, an analyst at the Community and Village Empowerment Office (DPMD) of the West Java Provincial Government, serves as a key informant for this research. With extensive expertise and direct involvement in village programs, he plays a pivotal role in initiatives like the Anti-Corruption Village replication program.

8. Expert Informant Name Dr. Darajat Wibawa, M.Si.



Mr. Darajat is a permanent lecturer in the Communication Studies Program at the Faculty of Da'wah Communication, Sunan Gunung Djati State Islamic University Bandung. With expertise in journalism and public relations, he brings significant insights into communication science and governmental organizations. Since 2015, he has also served as a communication consultant for the West Java Provincial Cooperative Council, making him a key informant for this research.

Leadership Communication Strategy

The Village Head's communication strategy plays a crucial role in guiding and advancing the development of public services. Effective leadership requires addressing community challenges through strong and clear communication.

By fostering a visionary attitude and encouraging input from both village authorities and the community, the Village Head can enhance participation, build public trust, and improve public services, leading to empowerment and creativity. The research findings are

presented below, detailing the village programs initiated and implemented by the Village Head.

The Implementation of the Communication Strategy by the Haurgeulis Village Head

Mr. Isma emphasizes that his communication strategy is rooted in openness, transparency, and inclusiveness, encouraging village officials and community members to contribute ideas for the progress of Haurgeulis Village. He highlights the significance of regular dialogue and open meetings, stating, “Every Monday, we hold a weekly meeting after the ceremony to discuss all matters related to village activities, including services and infrastructure” (Interview with Isma Shewara Dewantara, May 13, 2024). To strengthen community engagement, Mr. Isma conducts morning APEL sessions, weekly minggon meetings at 8:00 a.m., and monthly istighosah gatherings with religious leaders, traders, and farmers. He believes that community participation is essential for the success of government programs. To ensure transparency, he provides anti-corruption training for village officials and shares information about village funds through social media, bulletin boards, and banners at the village office. Additionally, Mr. Isma ensures transparent village administration,

supported by a robust monitoring and evaluation system.

Effective communication is strengthened through collaboration with Mr. Tyo, the Village Secretary, who ensures the proper implementation of the strategy. Technology, particularly the e-desa digital platform, plays a crucial role in promoting transparency and communication. Mr. Tyo stated, “By utilizing technology, we can reach more residents and ensure they receive accurate and timely information” (Interview with Tyo Lesmana, Sunday, May 19, 2024). Ultimately, technology facilitates reporting and monitoring, empowering citizens to actively oversee the village government’s operations.

Ghina Aulia Murodah, a village official in Haurgeulis, praised the improvements in village services under Mr. Isma’s leadership. She noted that his implementation of a one-stop service system at the village office has significantly improved efficiency and responsiveness while minimizing opportunities for corruption. Ghina explained, “The service is now consolidated in one room. There are two counters: Counter 1 is dedicated to the elderly, disabled, pregnant women, injured individuals, and children under five, while Counter 2 serves the general public.” (Interview with Ghina Aulia Murodah, Thursday, May 16, 2024). The implementation is illustrated in Figure 3



FIGURE 3. Haurgeulis Village Service Room with Dedicated Counter for Elderly and Those With Special Needs. Source: Researcher, Monday, June 3, 2024

Additionally, Ghina highlighted the village's service slogan displayed outside the service room, which underscores its commitment to excellence: "Kiceup: kerja keras, ikhlas, cerdas, efektif, unggul, dan prima. Kerja keras, sanajan teu lumpat tapi teu cicing," reflecting the Village Head's philosophy. (Interview with Ghina Aulia Murodah, Thursday, May 16, 2024). The slogan is presented on a banner, as shown in Figure 4.

The Village Head's leadership communication strategy is essential for creating a harmonious, efficient, and anti-corruption work environment, thereby fostering community trust and improving public services. As the administrative service hub, Pamong Desa plays a vital role in executing village programs and policies, supported by the village service slogan that underscores its commitment to the Village Head's standards. To further enhance transparency and community engagement, Mr. Isma has introduced service information boards and complaint boxes at the village office. Mr. Irawan stated, "The service center in the village has significantly improved, offering faster, better, and more transparent services, all

without any additional costs" (Interview with Hengky Irawan, June 3, 2024).

Mr. Wisnu Jayawardana, Bhabinkamtibmas of Haurgeulis Village, commended the significant progress in public services and governance achieved under Mr. Isma's leadership. He confirmed that Haurgeulis Village earned the highest score in the Anti-Corruption Village program, showcasing its commitment to integrity and transparency in public services. "Haurgeulis is one of the villages free from corruption; the services and administration here are truly exemplary," he remarked (Interview with Wisnu Jayawardana, Saturday, May 25, 2024).

The effective service strategy developed by the Village Head and executed by the Pamong Desa has been crucial in fostering community satisfaction and trust among the residents. Mr. Wisnu highlighted the success of the anti-corruption program in Haurgeulis Village and expressed appreciation for Mr. Isma's leadership and communication strategies. An integrity zone banner displayed at the front of the Haurgeulis Village Office further emphasizes the village's



FIGURE 4. Kiceup Banner of Haurgeulis Village. Source: Ghina Aulia Murodah, Monday, June 3, 2024



FIGURE 5: Banner of the Haurgeulis Village Integrity Zone Area. Source: Researcher, Monday, June 3, 2024

commitment to being corruption-free and supports the anti-gratification movement, as shown in Figure 5.

Residents have observed significant improvements in village administration services under Mr. Isma's leadership. Ibu Ratinah noted that processes have become more straightforward and transparent, with no additional fees, reflecting his dedication to a corruption-free service system. She remarked, "Mr. Isma assured us that village services would be provided without any fees. We feel secure knowing there are no additional costs when we go to the village office" (Interview with

Ratinah, May 25, 2024). Similarly, Mr. Hengky Irawan commended the faster, more transparent services and the clear dissemination of information regarding the village budget and government policies.

The community has greatly benefitted from the enhanced service quality and improved communication about village funds. The introduction of service information and complaint boxes at the village office fosters transparency, enabling residents to monitor fund usage and report issues. This effective communication strategy empowers the

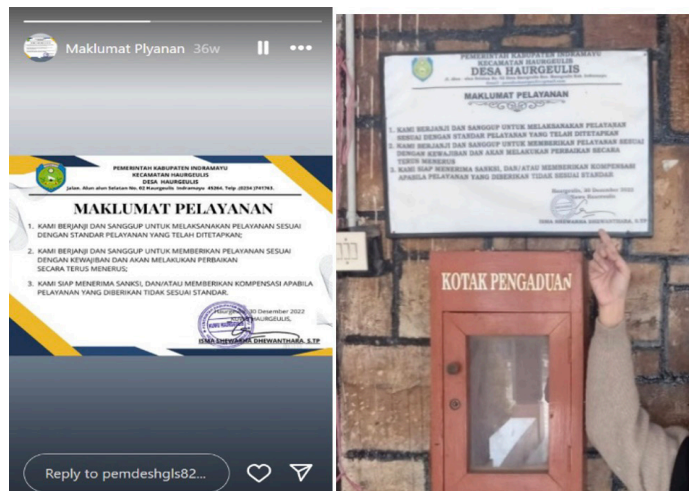


FIGURE 6: Haurgeulis Village Service Notice. Source: Instagram @pemdesghl82, Monday, June 3, 2024

Framework	Informants	Strategy Implementation Summary Answer
Strategy Implementation	Key Informant	Minggon meetings, Monday APEL, Istighosah / recitation
	Key Informant	Tarawih Keliling (Tarling)
	Key Informant	Mading, Facebook, Instagram as a form of transparency and information to the community regarding the use of village funds.
	Supporting Informant	Minggon meeting as one of the strategies
	Supporting Informant	Utilization of Technology can reach more citizens in disseminating information
	Supporting Informant	Open communication creates a good working atmosphere
	Supporting Informant	The service room is divided into two counters. Where the first counter is specifically for the elderly, disabled, and pregnant women, injured people and children under five, the second counter can be used by the public.
	Supporting Informant	The Kiceup program created by the Village Head which is the basis for services in Haurgeulis Village
	Supporting Informant	The community service is good.
	Supporting Informant	The Village Head informs the community about village services that do not charge any fees.
	Supporting Informant	Fast, good, and transparent service
	Informan Ahli	The Village Head is the smallest government, but he is at the forefront of providing services to the community.

FIGURE 7: Summary of Informants’ Responses on Strategy Implemented in Haurgeulis Village. Source: Processed by Researchers, August 2024

community to better understand the budget and policies, thereby helping to prevent misuse. Furthermore, information about services and the complaint boxes is prominently displayed at the entrance of the village office, as shown as Figure 6.

Mr. Isma also introduced programs to facilitate tax payments, such as Naruak Pajak, which helps residents resolve tax miscalculations, and Rujak Keliling (or Naruak Pajak Keliling), which brings tax services directly to residents’ homes for those unable to visit the tax office. These services are provided with minimal additional costs, representing a significant improvement over earlier times.

Ultimately, these findings highlight that the implementation of programs in Haurgeulis Village, delivered and effectively communicated by the Village Head, enhances service quality, engages the community, and promotes corruption prevention at the local level. The responses from the interview summaries are presented in Figure 7.

Leadership Communication Strategy Aspects

Based on the research discussion regarding the Village Head’s communication strategy in improving services in Haurgeulis Village, the

researcher has identified the core findings as Figure 8. The Figure 8 outlines the communication strategies of the Village Head of Haurgeulis. The first stage is strategic Planning. This includes replacing village officials, innovating one-stop service access, and educating all village officials. The second stage is Target Audience Identification.

The Village Head identifies key groups, including village officials, community members, and stakeholders. The third stage is Message Delivery. The Village Head delivers messages about the Anti-Corruption Village initiative, supported by a service mandate requiring village officials to comply with regulations and face sanctions if violated.

Transparency in village funds, integrity zones, and Kiceup services are also emphasized.

In the fourth stage, the village uses a medium to accommodate feedback and complaints, with digital applications being the chosen platform. Once the planning is complete, the fifth stage involves proper implementation. This includes educating all village officials and the community about Anti-Corruption Village practices and improving services for residents. Communication about the village program is carried out through Monday morning assemblies, weekly meetings, istighosah (prayers), traveling Tarawih prayers, social media, banners on village fund usage, the e-desa

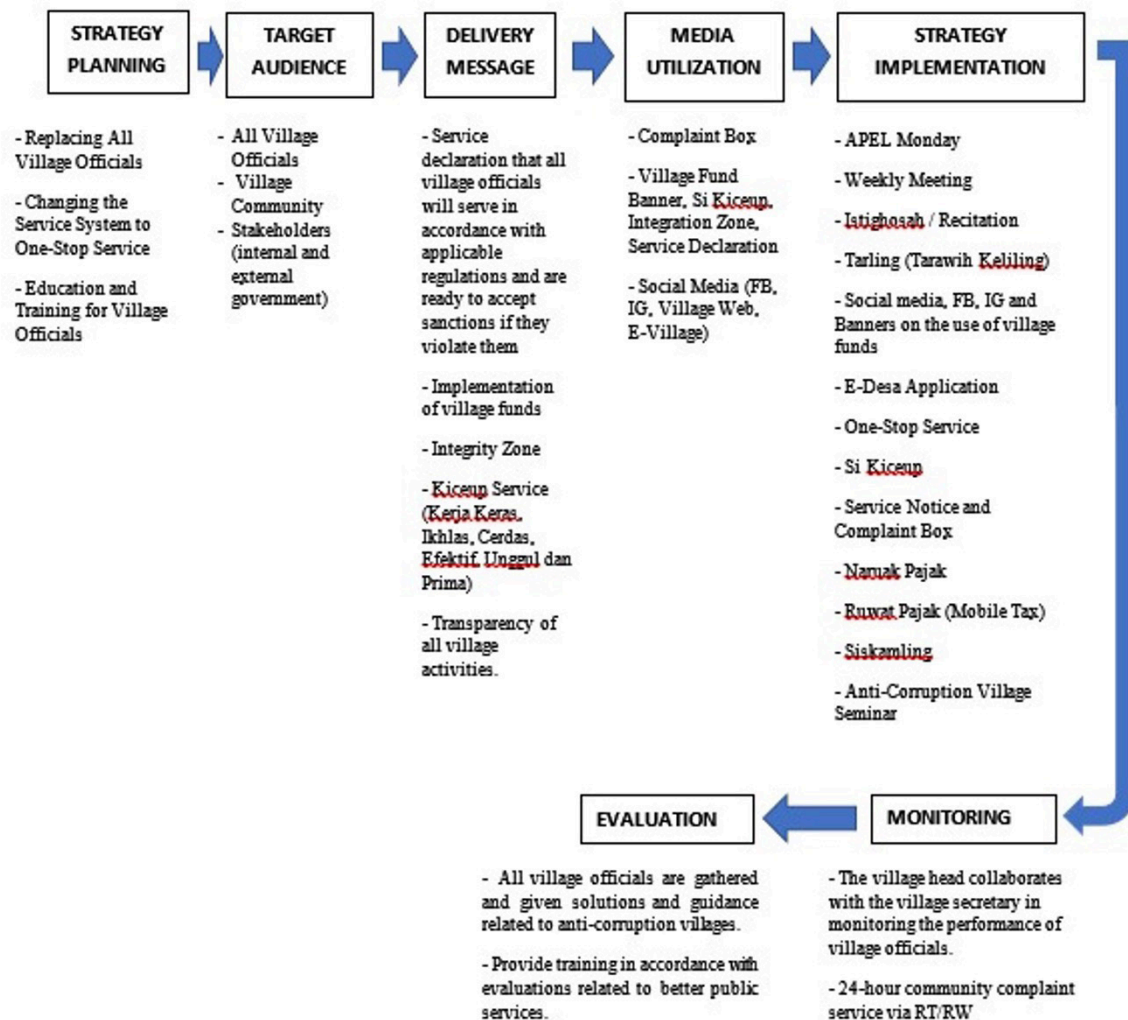


FIGURE 8. Process of Leadership Communication Strategy Developed by the Village Head of Haurgeulis. Source: Processed by Researcher

application, one-stop services, Si Kiceup, service mandates and complaints, Ruwat Pajak, Rujak Keliling, neighborhood watch programs (Siskamling), and Anti-Corruption Village seminars.

After successful implementation, the sixth stage involves oversight, carried out by the Village Head and Village Secretary. This process ensures improved service delivery by monitoring the performance of village officials. Additionally, local community leaders, such as RTs and RWs, participate in oversight to foster community involvement in monitoring village programs. The final stage, evaluation, focuses on refining the program and enhancing the performance of village officials to benefit the community's prosperity.

Discussion

Leadership Communication Strategy of the Head of Haurgeulis Village in Improving Community Services

This discussion evaluates the application of Hopkins' P-Process communication strategy model, emphasizing how the village head's communication strategies enhance public services. Instead of a complete theoretical test, this study adopts Yin's holistic single-case study approach to enable an in-depth analysis of the specific contextual aspects and tactics relevant to Haurgeulis. The research aims to assess the success of context-specific communication strategies in improving public service delivery, relying on field data and localized insights while deliberately avoiding comparisons with other villages.

Strategy Design (Planning)

Effective and transparent communication is crucial for fostering integrity, accountability, and improved

community services. Interviews with Haurgeulis villagers and stakeholders emphasize its importance in enhancing service quality. To strengthen public services, Village Head Mr. Isma Shewara Dhewantara has implemented a leadership strategy aimed at addressing corruption, inefficiency, and lack of transparency in governance. By appointing officials with high integrity and a strong commitment to community service, he strives to enhance responsiveness and service quality. This aligns with the Village Head Law of 2024, which authorizes him to propose the appointment and dismissal of village officials (Nugraha, 2024). Mr. Isma's communication strategy is meticulously planned to achieve these objectives (Mariana, 2019; Muftitama, 2020; Nurudin et al., 2023; Perkasa & Aditia, 2023). Field observations highlight the effectiveness of his approach, particularly the establishment of a one-stop service center. This initiative consolidates all village services into a single location, improving efficiency and transparency while mitigating opportunities for corruption. His strategic design exemplifies effective planning and implementation as it is said in Hopkins' p-process model communication strategy (Dhaliwal et al., 2024).

Mr. Tyo Lesmana, Secretary of Haurgeulis Village, supports Mr. Isma's strategic planning, noting its positive impact on the one-stop service center. Training programs for village officials have led to more organized, efficient, and effective services, demonstrating their commitment to improving quality and maintaining a corruption-free environment. These training initiatives emphasize the village's dedication to enhancing official competencies and supporting anti-corruption efforts through targeted education (Sampean et al., 2023). Both the Village Head and Secretary actively implement and oversee

these educational programs. Mr. Isma evaluates the training's effectiveness using community feedback collected through complaint and suggestion boxes. The data indicate that the training objectives are being met, resulting in improved efficiency and service delivery by village officials. These observations reflect the ongoing efforts of the Village Head and officials to improving service quality and establishing the village as a model for anti-corruption practices.

Strategy Implementation

Active community involvement plays a crucial role in fostering a corruption-free environment. Village Head Mr. Isma Shewara Dhewantara promotes this through regular morning assemblies and minggon meetings held every Monday at 08:00 WIB at the Haurgeulis Village office. These sessions involve the village head, secretary, officials, and security officers. Additionally, a monthly istighosah sees Mr. Isma visiting local mosques to engage with ulama and representatives from the trading and agricultural sectors, focusing on direct community services. Aligned with Hopkins' P-Process communication strategy model (Dhaliwal et al., 2024), these meetings facilitate effective communication and support the leadership strategy.

Transparency and openness are fundamental elements of the Village Head's communication strategy for improving community services. Providing clear and accessible information on decisions, policies, and budget usage, including regular updates on programs and financial status, fosters trust and reduces speculation within the community. In Haurgeulis Village, Mr. Isma Shewara Dhewantara has strengthened transparency by leveraging social media platforms like Facebook and Instagram, as well as a bulletin board

(mading) outside the village office. These measures keep residents informed about village fund allocation and encourage active participation in local affairs. Moreover, transparency plays a critical role in preventing corruption, as it allows for effective oversight by the community and relevant institutions. As Mr. Isma highlighted in an interview, the consistent application of these principles not only enhances public services but also upholds integrity and accountability in village governance.

Researchers have noted that in Haurgeulis Village, the Village Head, Village Secretary, and officials are effectively adapting to the digital era. They acknowledge that digital communication has reshaped interaction patterns, utilizing platforms like WhatsApp, Facebook, Twitter, Instagram, and LinkedIn. This modern approach demonstrates the village government's dedication to staying aligned with contemporary digital trends (Andzani, 2023).

Utilizing digital communication enhances two-way interaction, showcasing the Village Head's and officials' dedication to incorporating community input. According to Pak Tyo, the Village Secretary, the Village Anti-Corruption program initiated by the DPMD of the West Java Provincial Government seeks to enhance community services and foster corruption-free governance. The Village Head's communication strategy emphasizes clear information sharing and active community engagement, aligning with the objectives of the DPMD and KPK for effective anti-corruption services.

Social media facilitates continuous dialogue beyond traditional meetings. The Village Head actively listens to community feedback, fostering a transparent and accountable relationship with residents. When community members feel acknowledged and valued, they are more likely to engage

in village activities, strengthening social cohesion and improving quality of life. Effective communication strategies that promote dialogue enhance public service delivery and create a responsive governance environment. By adopting these approaches, the Village Head seeks to develop a harmonious and competitive village that aligns with the aspirations of its citizens.

Mrs. Ratinah and Mr. Hengky, residents of Haurgeulis Village, highlighted the positive impact of the Village Head's communication strategy on the community. Mrs. Ratinah noted significant improvements in public services under Mr. Isma's leadership, especially in the faster delivery of services without hidden costs. She appreciated the clear explanations of procedures, which have enhanced service efficiency. This feedback illustrates how the Village Head gathers insights into community priorities and implements programs to address local needs. Involving the community in the implementation phase enhances transparency and accountability, fostering a sense of ownership and responsibility for program outcomes.

Mr. Isma actively seeks feedback and listens to community suggestions, enabling the village government to adjust policies to better meet residents' needs. This open dialogue fosters trust and strengthens community support for the village government. This approach reflects the principles of transformational leadership, which emphasize motivating the community, involving them in decision-making, and building trust (Perkasa & Aditia, 2023).

The Village Head has effectively applied institutional communication principles guided by Hopkins' P-Process model. This model involves designing strategies by setting communication objectives, utilizing channels such as billboards and social media, and

planning implementation. The strategy is executed through open dialogues, such as neighborhood watch programs (siskamling) and traveling Tarawih prayers (tarling), which provide platforms for direct community feedback. Monitoring ensures the proper execution of initiatives like the one-stop service program, while evaluation assesses outcomes and informs future strategy improvements.

The Village Head of Haurgeulis exemplifies effective communication by emphasizing shared values and goals to capture attention and build strong community relationships. His expertise fosters trust, much like a religious leader's moral integrity, enhancing confidence in his leadership. Furthermore, his empathy in addressing community emotions during challenging times improves communication effectiveness. Through personal appeal, established trust, and demonstrated empathy, the Village Head embodies the qualities of an effective communicator.

Ultimately, the Village Head of Haurgeulis exemplifies a flexible leadership style that is not bound to a single style, as categorized by Kippenberger (2002). He demonstrates elements of transformational leadership by motivating and uplifting the community through an engaging and trustworthy personality, as he is also perceived as equivalent to a religious leader. Additionally, Mr. Isma applies participatory leadership by involving the community in decision-making and showing significant trust in their capabilities. This leadership style reflects the adaptability and proficiency of the Village Head in effective leadership.

Evaluation

The evaluation of the leadership communication strategy implemented by the Village Head focuses on improving public services. From the start of his

term, the Village Head has emphasized the importance of routine evaluations conducted weekly. These evaluations involve all village officials and are supported by oversight from the Village Secretary. According to Mr. Isma, the weekly meetings, known as “rapat minggon,” are crucial. During these meetings, minutes are documented and reviewed for evaluation purposes. Progress from the previous week’s evaluations is assessed, and any new issues or updates are discussed and recorded in the subsequent minutes.

Mr. Tyo Lesmana, the Village Secretary of Haurgeulis, emphasized the importance of routine weekly meetings for evaluating performance. These sessions play a crucial role in facilitating effective communication and coordination within the village government. Mr. Lesmana explained that the meetings, overseen by him and Village Head Mr. Isma, are designed to assess staff performance, address emerging issues, and review upcoming activities. The primary goal is to encourage active participation, strengthen collaboration among departments, and ensure that policies are aligned with the needs of the community.

Ultimately, the communication strategy implemented through the Ruwat Pajak Keliling (Rujak Keliling) program has effectively increased tax awareness and compliance among Haurgeulis Village residents. This mobile service has improved accessibility for tax payments, leading to a notable rise in village revenue from the tax sector. Despite challenges, such as the need for additional resources and more frequent service availability, the program is regarded as a success and has delivered significant benefits to the village community.

The Village Head of Haurgeulis, Isma Shewarha Dhewanthara, evaluates the communication strategy behind the Ruwat Pajak Keliling (Rujak Keliling)

program to measure its effectiveness in improving tax awareness and compliance. This initiative reflects a transformational leadership style, where the leader inspires change through inspiration, motivation, innovation, and continuous assessment. In this context, the Village Head not only provides direction but also encourages active involvement from village officials and residents, fostering an environment that supports innovation and ongoing improvement (Kippenberger, 2002). The evaluation process ensures the program’s effectiveness, enhancing its ability to provide optimal benefits by improving access to tax payments through mobile services for the residents of Haurgeulis Village.

CONCLUSION

This research highlights the importance of the communication strategy employed by the Village Head of Haurgeulis as an essential tool for enhancing public services. The Village Head begins with strategic planning, ensuring that all village programs are effectively communicated to the public. As part of this plan, he refreshes the office by replacing all village officials, bringing in new energy and human resources. To support this change, the officials participate in seminars and workshops on anti-corruption to promote clean governance, which directly improves public services. Following the planning phase, the Village Head focuses on implementation, ensuring that village programs are executed effectively and communicated clearly to the residents. By adopting inclusive communication strategies and using simple, accessible language, the Village Head fosters understanding and engagement across all levels of society. Furthermore, the advocacy and promotion of anti-corruption policies are supported through initiatives like Si Kiceup, Ruwat Pajak,

and Naruak Pajak, as well as community-focused activities such as training sessions, public discussions, traveling prayers (Tarling), and istighosah. These efforts play a crucial role in improving public services.

Active community participation in decision-making processes is a critical component of the Village Head's communication strategy. Once programs are successfully implemented, the Village Head and officials must conduct evaluations. These evaluations not only enhance decision-making processes but also foster a sense of ownership and trust, ultimately leading to improved public services. Feedback gathered from complaint boxes and social media is used as valuable material for refining and enhancing the village leadership's communication strategies. Overall, this research demonstrates that a combination of thorough planning, inclusive communication strategies, digital technology integration, advocacy efforts, active community participation, and ongoing evaluation can establish a village government that is transparent, accountable, and corruption-free. These elements collectively contribute to improved public service delivery. The implementation of this comprehensive approach in Haurgeulis Village has proven effective in elevating the quality of public services and earning recognition as a model village free from corrupt practices.

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